



January 11, 2018

Ron Burke  
[REDACTED]  
[REDACTED]

Dear Mr. Burke:

The City of Fort Worth is seriously considering the termination of your employment due to your failure to perform your duties in a satisfactory manner. Therefore, a pre-decision meeting is scheduled for 09:00 a.m. on January 22, 2019 at the HR Conference Room located on the lower level of City Hall, 200 Texas St., Fort Worth, Texas 76102. The purpose for the meeting is to allow you an opportunity to respond to the reasons being considered to terminate your employment, which are explained further below. You will be off work on paid administrative leave until the meeting as scheduled above.

The Information Technology Solutions Department has lost confidence in your ability to perform the duties of Assistant Information Technology Solutions Director.

During the course of the last three years, your performance evaluations appropriately identified your successes as well as the areas that needed attention. In addition, you attended regular Senior Management staff meetings and Assistant Director staff meetings, and you received periodic instruction directly from the Department Head for areas under your direct supervision needing your attention and action. Nevertheless, there is a documented history of behavior showing needed improvement and a lack of employing basic management techniques to execute and complete assigned work. As a result, time and resources of the City have been expended without achieving the intended results. In addition, when presented with the poor performance and the need to improve, you become argumentative, separating yourself from ownership of the results and distancing yourself as part of the management team.

Your performance is substandard and there is little evidence of your willingness to change:

1. You execute tasks without meeting management intent or direction:
  - a. A Department of Public Safety Auditor identified numerous serious concerns and for which we understood a two-week deadline, three weeks after you have no formal documented plan created to address the concerns.
  - b. Access privilege issues from a self-report Criminal Justice Information System (CJIS) access incident filed with Texas Department of Public Safety were reported as remediated multiple times over a period of many months without resolving the original issue.
  - c. Physical security in the Zipper building continues to have errors in execution.
  - d. Office 365 is only partially deployed for email. There are still E1 and E3 license reconciliation and public folder conversion with no formal documented plan to drive to completion.
2. Procurement only partially implemented or not at all:

- a. OKTA Identity Management purchased on 9/14/2018 for \$246,804.14. A justification for moving the procurement to an earlier date was provided to address the multifactor authentication (MFA) security needs of eCitation which was to begin rollout in early December 2018. On 1/8/2019 it was discovered that the design and implementation of MFA for eCitation has not started. On November 15, 2018 a meeting was held to discuss deploying OKTA to the organization emphasizing communications and pre-enrollment. Little to no follow-up communications have been sent as of 1/8/2019.
  - b. CrowdStrike was purchased on 5/1/2018 for a total annual cost of \$149,952. As of 1/8/2019 the software was still not deployed on all City computers and no formal, documented plan for completion.
  - c. Splunk log management was purchased on 4/4/2018 for \$20,900 with a recurring cost of \$71,778. This purchase was made to address logging requirements for CJIS. As of 1/8/2019, only 9 domain controllers are logging any data and no applications are logging required data. There is no plan to identify what data must be logged from which servers and equipment nor does a plan exist to setup additional logging of any nature.
3. Lack of responsible stewardship:
- a. Your management asked for a plan to address CJIS compliance. You and your staff developed a plan requiring more than \$1MM in additional and recurring expense. You did not perform a satisfactory analysis of existing solutions, process or procedural changes, and policy adjustments which could be implemented to avoid such a drastic increase in operating expenses.
  - b. Your management asked for a plan to address O365 seat licensing which is needed to plan funding needs for Microsoft Office Suite licensing. Without this plan, the City will potentially incur significant redundant expenditures or be without vendor support on Microsoft Office products.
4. Conduct issues:
- a. You conducted several discussions with peers in the Department where you derided the Department management without factual evidence and initiated or perpetuated rumors creating a disrespectful and/or unprofessional environment. Your reporting staff recounted similar discussions from you impacting their morale and effectiveness. During these same discussions, you criticize your Department management while divorcing yourself from the critical role you should play in the Department management team. These actions are contrary to the role of Assistant Director.
  - b. You have been directed to initiate disciplinary procedures for staff and have failed to execute in a timely manner. These failures and delays not only exhibit poor managerial practice, but also deprive staff of feedback critical to their success.
5. Inadequate managerial oversight of a Senior Manager under your direct supervision, which is documented in a memo you acknowledged on January 2, 2019.
6. On 01/04/2019, you attended an executive staff budget development meeting for FY2020 and exhibited little knowledge about submissions for your teams.

#### *Relevant Policies*


Your actions are in violation of the following city Personnel Rules & Regulations:

- 13.5 Conduct Warranting Disciplinary Action
  - Failure to perform assigned work.

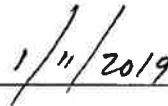
- Failure to perform work in a satisfactory manner, including failure to meet deadlines and /or requirements regarding quantity and quality of work.
- Failure to observe policies, procedures, rules, regulations or standards
- Engaging in behavior that is inappropriate or disruptive in the workplace (such as yelling, use of profanity, name-calling, excessive gossiping that negatively impacts productivity, etc.).
- Discourteous treatment of others.
- Insubordination
- Disrespectful or unprofessional conduct in the workplace (e.g. yelling, using profanity, using demeaning or abusive language, using racial slurs, etc.).

*Pre-Decision Meeting Information*

*You may have a representative at the meeting. If your representative will be an attorney, you must let us know in advance so that we can make arrangements to have a City Attorney also present at the meeting. You are granted one opportunity to reschedule the meeting. If the meeting is rescheduled at your request, you will not be paid administrative leave between the date of the originally scheduled meeting and the date of the rescheduled meeting. However, you will be paid for the time you are in attendance at the rescheduled meeting. To reschedule, you must contact Roger Wright at 817-392-2230 no later than January 18, 2019. If the meeting is rescheduled in a timely manner, it must be convened by January 29, 2019. Failure to convene the meeting by January 29, 2019 will result in your forfeiture of a pre-decision meeting and a decision will be made based upon the information we have. You will not be penalized if due to unforeseen events the January 29, 2019 deadline cannot be met by the department. Immediately turn in all City-issued keys, cell phones, I.D. badges and any other City-issued documents and/or equipment. Items may be returned to you as needed following the pre-decision meeting if the decision is to take an action other than termination.*

  
Kevin Gunn  
Information Technology Solutions Director

Date

  
1/11/2019

Cc: HRIS Records